

## Advanced Manager Training for International Participants (AMT)

### COURSE NUMBER     **FAA015002**

This course is a collaborative delivery between the FAA Academy and Center for Management and Executive Leadership.

For information, contact Program Resource Personnel:  
Sunny Lee Fanning (405) 954-3508 or  
Roberta Sappington, Ph.D. (386) 446-7251

### DESCRIPTION AND LEARNING STRATEGY

The *Advanced Managers Training for International Participants* course is for middle to upper-level, international managers. Participants will gain an understanding of teamwork, systems thinking, mentoring, organizational communication, strategies to manage workplace change, and the fundamentals of facility air traffic management, quality assurance, and facility training. The course provides participants with opportunities to analyze how leadership style impacts job performance, demonstrate interpersonal skills, and develop an action plan to support continued growth in leadership effectiveness. Instructional methods include reading, videotapes, discussions and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Analyze effectiveness as a leader.
- Identify management approaches for different cultures.
- Determine potential motivational strategies.
- Identify priorities.
- Identify the basic principles of effective delegation.
- Identify the potential systemic impact of management decisions.
- Identify the stages of change management.
- Practice negotiating a work related situation.
- Describe the key components of an effective team.
- Create strategies to improve communication.
- Identify the impact of stress on leaders and the work environment.
- Demonstrate interpersonal skills in work-related situations.
- Apply procedures to manage performance and conduct.
- Identify strategies for Quality Assurance (QA).
- State the benefit of having a training plan and curriculum.
- Describe, in general, Communication, Navigation, Surveillance/Air Traffic Management (CNS/ATM).
- Develop a draft vision plan for the organization.
- State the benefit collaboration has for team effectiveness.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Developing Talent                     |
| • Building Alliances                | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Managing Organizational Performance   |
| • Communication                     | • Strategy Formulation                  |

### CLASS SIZE

16 participants

### LENGTH     10 days

(Wednesday, 8:00 a.m.–  
Tuesday, 4:00 p.m.  
of the third week)  
79 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

([link to delivery schedule](#))

### WHO SHOULD ATTEND

International aviation  
facility managers or others  
who have supervisory  
responsibilities

### ENROLLMENT

To enroll, contact Ms.  
Eunsook Welsh,  
International Training  
Program Coordinator,  
Office of International  
Aviation, FAA by [email](#)  
or by telephone  
(202) 267-7958, or  
facsimile (202) 267-7172.

You may also arrange  
a **fee-for-service delivery**  
specifically for your  
organization. Call Shep  
Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Strategic Planning  
([FAA01275](#))

Systems Thinking  
([FAA01277](#))

## Basic Supervisory Training for International Participants (BST)

### COURSE NUMBER    **FAA015001**

This is a collaborative delivery between the FAA Academy and Center for Management and Executive Leadership.  
For information, contact Program Resource Personnel:  
Sunny Lee Fanning (405) 954-3508 or  
Roberta Sappington, Ph.D. (386) 446-7251

### DESCRIPTION AND LEARNING STRATEGY

The *Basic Supervisory Training for International Participants* (BST) course provides foundational knowledge and skills for entry-level, international supervisors to be effective leaders. Participants will gain an understanding of how leadership style impacts job performance, how personal and professional development is a leader's responsibility, strategies for managing workplace change, managing performance, the fundamentals of air traffic management, and opportunities to apply interpersonal skills to workplace scenarios. The fundamentals of quality assurance, training programs, and CNS/ATM are included. Instructional methods include reading, videotapes, discussions and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Analyze effectiveness as a leader.
- Determine potential motivational strategies.
- Identify job priorities.
- Identify the basic principles of effective delegation.
- Describe the components of interest based problem solving.
- Identify operational standards to follow (ICAO, FAA).
- Identify the stages of change management.
- Create strategies to improve communication.
- Identify the impact of stress on leaders and the work environment.
- Demonstrate interpersonal skills in work-related situations.
- Apply procedures to manage performance and conduct.
- Identify strategies for a QA Program.
- Describe the function of a Training Program.
- Describe, in general, CNS/ATM.

### RELATED COMPETENCIES

- Building Alliances
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving

### CLASS SIZE

16 participants

### LENGTH    7 days

(Wednesday, 8:00 a.m.–  
Thursday, 4:00 p.m.  
of the following week)  
56 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

([link to delivery schedule](#))

### WHO SHOULD ATTEND

International supervisors  
or others who have  
supervisory responsibilities

### ENROLLMENT

To enroll, contact Ms.  
Eunsook Welsh,  
International Training  
Program Coordinator,  
Office of International  
Aviation, FAA by [email](#)  
or by telephone  
(202) 267-7958,  
facsimile (202) 267-7172.

You may also arrange  
a **fee-for-service delivery**  
specifically for your  
organization. Call Shep  
Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
([FAA01306](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))

## Building Effective Agreements (BEA)

### COURSE NUMBER    **FAA01179**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This course is designed to provide participants experience in the use of an interest-based negotiation process to enhance organizational relationships. Participants will be enabled to generate agreements that satisfy the interests of each party that are both efficient and durable.

*BEA* is a three-day course that includes the theory and the model for building effective agreements, as well as a variety of application opportunities. Participants will learn by utilizing an interest-based process to resolve conflicts by progressing through simple interactions to multi-party issues, and then on to more complex scenarios.

The course activities include large and small group discussions, group activities, written exercises, and skill practices. Throughout the application activities, participants will give and receive feedback on their skills.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Demonstrate effective communication skills.
- Complete a Negotiation Planner.
- Demonstrate an interest-based process as an effective method of conflict resolution.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Building Alliances                | • Communication                         |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Problem Solving                       |

### CLASS SIZE

18 participants

### LENGTH    3 days

(8:00 a.m. – 5:00 p.m.)  
 24 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Individuals, team members, team leaders, supervisors, and managers with a need for conflict resolution skills

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence & Implications  
 ([FAA01249](#))

Labor Management Relations  
 ([FAA01205](#))

## Change Agent (CA)

### COURSE NUMBER    **FAA01553**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

Change Agent is designed for those within the FAA who serve as internal consultants. The course provides participants an opportunity to enhance their effectiveness in supporting groups in resolving complex problems and facilitating systemic organizational change. Through classroom simulations, video, and application exercises, participants will practice skills in forming a consulting relationship, working with a customer organization, and terminating the customer relationship when appropriate. The Change Agent course is designed for experienced facilitators who have completed the Facilitator Training Course (01523) and are actively engaged with working groups.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify roles and values and self-assess current abilities as a change agent.
- Receive and give feedback.
- Recognize that values, attitudes, biases, and prejudices impact decision making and effectiveness of teams.
- Model behaviors that are appropriate as change agents.
- Understand Organization Development dynamics and intervention models.
- Evaluate and prescribe an appropriate problem solving strategy and/or conflict resolution intervention.
- Develop strategies for influencing groups.
- Explore the Dynamics of Change Theory; identify barriers to change develop strategies to overcome them.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Innovation                            |
| • Building Teamwork and Cooperation | • Integrity and Honesty                 |
| • Building a Model EEO Program      | • Interpersonal Relations and Influence |
| • Communication                     | • Managing Organizational Performance   |
| • Developing Talent                 | • Problem Solving                       |

### CLASS SIZE

18 participants

**LENGTH**    4½ days  
 (Monday, 8:00 a.m. –  
 Friday, 12:00 noon)  
 36 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
 available only as a  
 fee-for-service delivery.

### WHO SHOULD ATTEND

Individuals who are  
 actively involved in the  
 role of supporting  
 organizational change

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
 call Shep Curl at  
 (386) 446-7132.

### PREREQUISITE

Facilitator Training Course  
 (01523)

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
 Implications  
[\(FAA01249\)](#)  
 Managing Change  
[\(FAA01306\)](#)

## Constructive Conflict Management: *The Choices We Make (CCM)*

### COURSE NUMBER    FAA01318

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

Constructive Conflict Management: *The Choices We Make* is designed for participants to learn the theory behind conflict management strategies and gain practical experience in conflict collaboration.

Methodologies include lecture, discussion, small and large group activities, self-assessment, and skill practices.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Recognize your conflict management style and the styles of others
- Practice collaborating with others to address and resolve conflict.
- Practice communicating effectively during conflict situations.
- Employ techniques to proactively approach conflict.
- Employ techniques to diffuse conflict when it begins to escalate.
- Employ techniques to learn from conflict.
- Exhibit behaviors that demonstrate knowledge of the behaviors that promote effective, collaborative work relationships.

### RELATED COMPETENCIES

- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Problem Solving

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

15 participants

### LENGTH

2 days

(9:00 a.m. – 4:00 p.m.)

12 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

FAA Managers

### ENROLLMENT

To enroll, contact your line organization's training coordinator.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Building Effective  
Agreements  
([FAA01179](#))

Labor Management  
Relations  
([FAA01205](#))

Systems Thinking  
([FAA01277](#))



## Effective Communication Skills (ECS)

### COURSE NUMBER    **FAA01186**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This skill-based workshop is designed to enhance the communication skills of professionals who communicate directly with the public. The course focuses on effectively presenting the facts of a given situation, and your organization's position relative to those facts. Emphasis is placed on understanding strategies, format, style, procedures, and processes necessary to communicate in the public affairs arena. Delivering messages with credibility is paramount to course success.

Methodologies include interactive lecture/discussion, individual and collaborative development of communication pieces using case studies, simulated scenarios using extensive videotaping followed by critique sessions.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Articulate your organization's message(s) appropriately by preparation and execution.
- Communicate critical issues, facts, and agency philosophy to the general public.
  - Formulate and deliver clear, concise, and accurate messages.
  - Express technical information in a manner understandable to the general public.
  - Effectively participate in radio, video, remote, and print interviews.
  - Develop/sustain your organization's image as open, forthcoming, and committed to the public's right to know.

### RELATED COMPETENCIES

- Agility
- Building Alliances
- Building Teamwork and Cooperation
- Communication
- Developing Talent
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Strategy Formulation

### CLASS SIZE

20 participants

### LENGTH

2 days

(8:00 a.m. – 5:00 p.m.)

16 hours

### LOCATION

FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Senior managers in a public affairs environment

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Facilitator Training Course  
 ([FAA01523](#))

Presentation Techniques  
 ([FAA01263](#))

## Facilitator Training Course (FTC)

### COURSE NUMBER    **FAA01523**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This course is intended for those employees who have or are expected to have responsibilities as facilitators in the Agency. Methodologies in the course are a combination of theory presentation/large group discussion and skill practice. Students are given several opportunities to apply their learning as facilitators, during videotaped sessions. They will give and receive feedback with other participants and instructors.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Manage group processes towards the desired outcome.
- Implement and reinforce the use of operating guidelines.
- Utilize group memory techniques.
- Develop strategies for moving groups through the stages of group development.
- Utilize effective intervention techniques.
- Participate in bringing a discussion to productive conclusion.
- Develop methods to reduce individual stress reactions associated with facilitation.
- Identify effective preparation strategies for facilitating.

### RELATED COMPETENCIES

- Agility
- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Developing Talent
- Interpersonal Relations and Influence
- Problem Solving

### CLASS SIZE

18 participants

### LENGTH

4½ days  
 (Monday, 8:00 a.m. –  
 Friday, 12:00 noon)  
 36 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
 available only as a  
 fee-for-service delivery.

### WHO SHOULD ATTEND

Individuals responsible  
 for facilitating meetings  
 including, but not limited  
 to, those associated with  
 Quality Programs

### ENROLLMENT

To arrange a **fee-for-  
 service delivery**,  
 call Shep Curl at  
 (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
 Implications  
 ([FAA01249](#))

## Frontline Manager Course-Phase 2: *Managing for Results (FMC-2)*

### COURSE NUMBER    **FAA01288**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

As the second component of the Frontline Manager Series, FMC-2 builds on knowledge of basic supervisory policies and procedures to develop practical skills for application on the job. The focus is on maintaining operational effectiveness, achieving organizational results, and stepping up to the challenge of management. Learning activities include simulations, business skills practices, case studies, application exercises, and evening sessions.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Use business analysis skills to justify resource requirements and track cost of doing business
- Communicate organizational direction and priorities clearly.
- Set key individual and organizational performance objectives.
- Monitor progress and identify problem areas.
- Provide constructive feedback
- Address individual conduct and performance issues effectively.
- Recognize and reward performance.
- Communicate openly and honestly.
- Lead with consistency, dignity, compassion, and integrity.
- Pursue self-development based on feedback.

### RELATED COMPETENCIES

- Accountability and Measurement
- Building a Model EEO Program
- Business Acumen
- Communication
- Honesty and Integrity
- Managing Organizational Performance

### CLASS SIZE

20 participants

### LENGTH    9 days

(Monday, 8:00 a.m. through following Thursday, 5:00 p.m.)  
72 classroom hours plus assignments

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

(link to delivery schedule)

### WHO SHOULD ATTEND

Newly selected  
frontline managers

**Required** for all  
probationary managers  
in their first 6 months on  
the job

**Recommended** for  
frontline managers hired in  
2003-2004 who did not  
complete LDP1 or LDLR  
and still need basic skills in  
managing individual  
performance

Non-managers are **not  
eligible** to attend.

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator.

### PREREQUISITE

Frontline Manager Course-  
Phase 1  
([FAA05005](#))

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
several assignments that  
must be completed prior to  
your arrival at CMEL.

### RELATED COURSES

Strategic Planning  
([FAA01275](#))

Systems Thinking  
([FAA01277](#))



## Frontline Manager Course-Phase 3: Managing for High Performance (FMC-3)

### COURSE NUMBER    FAA01292

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

### DESCRIPTION AND LEARNING STRATEGY

As the third component of the Frontline Manager Series, FMC-3 builds competence in all four dimensions of the FAA Managerial Success Profile: *Achieving Results*, *Leading People*, *Building Relationships*, and *Managing Change*. The focus is managing for high performance. Learning activities include the Managerial Success Profile assessment, business skills practice, case studies, and application exercises.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify and communicate current business drivers.
- Assess and analyze current performance against the characteristics of high performance organizations and develop strategies for improvement.
- Use feedback to enhance and measure personal and organization effectiveness.
- Build and maintain multiple alliances as resources to achieve high performance.
- Apply communication, feedback, collaboration, and conflict resolution techniques to improve quality and productivity.
- Coach individuals and teams to achieve high performance.
- Allocate and optimize resources to meet changing conditions and requirements.

### RELATED COMPETENCIES

- |                                  |                                       |
|----------------------------------|---------------------------------------|
| • Accountability and Measurement | • Developing Talent                   |
| • Business Acumen                | • Managing Organizational Performance |
| • Building Alliances             | • Strategy Formulation                |
| • Communication                  | • Vision                              |
| • Customer Focus                 |                                       |

### CLASS SIZE

18 participants

### LENGTH

5 days  
(Monday, 8:00 a.m. through Friday, 5:00 p.m.)  
40 hours

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### LOCATION

FAA Center for Management and Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

Frontline managers with 12-18 months of experience

**Required** for all first time frontline managers hired after 1/1/05. Take course between 12 and 18 months on the job

**Recommended** for experienced frontline managers who completed old LDP 1 or LDLR course. Non-managers are **not eligible** to attend.

### ENROLLMENT

To enroll, contact your line organization's training coordinator.

### PREREQUISITE

Completion of LDP-I, LDLR, or Frontline Manager Course-Phase 2: *Managing for Results*

### PRECOURSE

Approximately four weeks prior to class start, you will receive an email detailing several assignments, including the **Managerial Success Profile**, that must be completed prior to your arrival at CMEL.

### RELATED COURSES

Strategic Planning  
([FAA01275](#))

Systems Thinking  
([FAA01277](#))

## Influence, Inquiry & Implications: A Leader's Path to the Future (I<sup>3</sup>)

### COURSE NUMBER    FAA01249

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

Many experienced managers have, and will continue to derive increased professional leadership skills through the *Influence, Inquiry & Implications* experience. In support of a more effective workplace, participants will focus on enhanced organizational influence and self-management. They will consider strategies to integrate technological and interpersonal capabilities and make an impact on the resolution of cross-functional and systemic issues.

Participants develop their abilities through a series of leadership skills assessments, structured experiences, skill-based workshop sessions, group dialogue, evening preparation activities, and opportunities to reflect. The course goal is to integrate improved self-management behaviors with expanded influencing strategies to support, initiate, and guide positive organizational outcomes.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Enhance their ability to influence organizational performance.
- Integrate cultural awareness and systems thinking strategies in resolving organizational issues.
- Select specific opportunities and develop plans to influence their workplace.
- Identify and develop strategies for integrating leadership skills.
- Assess the impact of perceptions, assumptions, and actions on workplace effectiveness.
- Enhance feedback, inquiry, and networking skills.
- Improve conflict management and interpersonal skills.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Developing Talent                     |
| • Agility                           | • Innovation                            |
| • Building Alliances                | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Problem Solving                       |
| • Communication                     | • Strategy Formulation                  |

### CLASS SIZE

18 participants

**LENGTH**    6½ days  
(Tuesday, 8:00 a.m. –  
Wednesday, 12:00 noon  
of the following week)  
52 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

([link to delivery schedule](#))

### WHO SHOULD ATTEND

Middle or senior managers

### ENROLLMENT

To enroll, contact your line organization's training coordinator, or to arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks prior to class start, you will receive an email detailing assignments, including the Managerial Success Profile, that must be completed prior to your arrival at CMEL.

### RELATED COURSES

Managing Change  
([FAA01306](#))

Strategic Planning  
([FAA01275](#))

Strategy Implementation  
for Managers  
([FAA01296](#))

## Labor Management Relations (LMR)

### COURSE NUMBER    **FAA01205**

For information about this course, contact:  
 FAA Program Manager: Roberta Sappington, Ph.D.  
 (386) 446-7251

### DESCRIPTION AND LEARNING STRATEGY

In order for supervisors and managers to achieve positive outcomes in a complex bargaining unit work environment, they must know and be able to apply LMR principles and law. Supervisors and managers will learn to create effective labor management relations in the workplace through an understanding of the rights and responsibilities as defined by the law, collective bargaining agreements, and executive orders. The methodologies used in this highly interactive course include case studies, lecture/discussion, small/large group activities, and video scenarios.

This course is targeted primarily at first-time attendees, and those in need of an LMR refresher to continue leading effectively in a changing work environment.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Apply knowledge of Statutes, Executive Orders, and collective bargaining agreements to workplace situations.
- Distinguish between various types of problem-solving processes to resolve differences between labor and management.
- Exhibit behaviors that demonstrate knowledge of the rights and responsibilities that promote effective, collaborative work relationships.
- Explain the systemic impact of management decisions in a bargaining unit environment.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Integrity and Honesty                 |
| • Building Alliances                | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Managing Organizational Performance   |
| • Building a Model EEO Program      | • Problem Solving                       |
| • Communication                     |   |

### CLASS SIZE

24 participants –  
 Residential  
 12 or 24 participants  
 Off-site/field deliveries

### LENGTH    **4½ days**

(Monday, 8:00 a.m. –  
 Friday, 12:00 noon)  
 36 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

FAA supervisors and managers who need a thorough understanding of LMR principles and law in order to achieve positive outcomes in a bargaining unit work environment.

### ENROLLMENT

To enroll, contact your line organization's training coordinator, or to arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Mediation Techniques for  
 Conflict Resolution  
[\(FAA01236\)](#)  
 Negotiating Effectively  
[\(FAA01285\)](#)  
 Systems Thinking  
[\(FAA01277\)](#)

## Leadership Development and Labor Relations (LDLR)

### COURSE NUMBER    **FAA01183**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

### DESCRIPTION AND LEARNING STRATEGY

*Leadership Development and Labor Relations* is intended for newly selected supervisors who require the foundational knowledge and skills of supervision and who would also benefit from a more in-depth knowledge of labor management relations. In *LDLR*, participants will recognize their supervisory roles and responsibilities; examine their leadership style and interpersonal skills; apply coaching and conflict resolution techniques to workplace situations; understand the rights and responsibilities of management and unions as defined by law, contracts, and executive orders; and practice the principles of interest-based communication to build collaborative relationships with unions. Methodologies include lecture/discussion, videotapes, small group work, skill practices, case studies, student presentations, indoor/outdoor action-based learning initiatives and leadership simulations.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Analyze how leadership style impacts job performance.
- Give and receive feedback in work-related situations.
- Demonstrate interpersonal communication skills in various work-related scenarios.
- Apply recommended procedures to resolve performance and conduct issues.
- Apply knowledge of FAA policies and programs in supervisory situations.
- Apply knowledge of the Statute, collective bargaining agreements, and Executive Orders to workplace situations.
- Apply rights and responsibilities to promote effective, collaborative work relationships.
- Explain the systemic impact of management decisions in a labor relations environment.
- Develop an action plan to support continued growth in supervisor/leadership effectiveness.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Developing Talent                     |
| • Agility                           | • Innovation                            |
| • Building Alliances                | • Integrity and Honesty                 |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Managing Organizational Performance   |
| • Communication                     | • Problem Solving                       |

### CLASS SIZE

20 participants

### LENGTH    8 days

(Tuesday, 8:00 a.m. – following Thursday, 4:00 p.m.)  
 63 hours

### LOCATION

FAA Center for Management and Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Newly selected supervisors and team leaders working with bargaining unit employees

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
 (FAA01306)  
 Strategic Planning  
 (FAA01275)  
 Systems Thinking  
 (FAA01277)



## Leadership Development Program Foundations of Leadership (LDP-1)

### COURSE NUMBER     **FAA01210**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This segment of the *Leadership Development Program* is intended for newly selected supervisors who are not managing in a bargaining unit environment. (For those who need in-depth knowledge of labor management relations, see *Leadership Development and Labor Relations*). This course expands and integrates foundational knowledge and skills for new supervisors to be effective leaders. Participants will recognize their supervisory roles and responsibilities; examine leadership styles; apply policy information in work situations using interpersonal communication skills, coaching and conflict resolution techniques; and develop action plans.

Instructional methods include videotapes, readings, skill assessment instruments, skill practices, indoor and outdoor (low element challenge course), and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Analyze how leadership style impacts job performance.
- Give and receive feedback in work-related situations.
- Demonstrate interpersonal communication skills in various work-related scenarios.
- Apply recommended procedures to resolve performance and conduct issues.
- Apply knowledge of FAA policies and programs in supervisory situations.
- Develop an action plan for supporting continued growth in supervisor/leadership effectiveness.

### RELATED COMPETENCIES

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Accountability and Measurement</li> <li>• Agility</li> <li>• Building Alliances</li> <li>• Building Teamwork and Cooperation</li> <li>• Building a Model EEO Program</li> <li>• Communication</li> </ul> | <ul style="list-style-type: none"> <li>• Developing Talent</li> <li>• Innovation</li> <li>• Integrity and Honesty</li> <li>• Interpersonal Relations and Influence</li> <li>• Managing Organizational Performance</li> <li>• Problem Solving</li> </ul> |
|---|---|

### CLASS SIZE

20 participants

### LENGTH

4½ days

(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Newly selected supervisors of non-bargaining unit employees and all others with supervisory responsibilities

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
([FAA01306](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))



## Leadership Development Program *Becoming Effective Leaders (LDP-2)*

### COURSE NUMBER    **FAA01211**

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

*Leadership Development Program* is designed for supervisors or frontline managers who have 12-18 months of experience in their current position or have completed a basic supervisory or leadership course. During this course, participants will apply the basic concepts of dealing with changes in the current public sector environment. Participants will increase their self-insight, enhance their ability to be self-directed, develop additional skills, and build effective work relationships.

This course provides an opportunity for participants to engage in a wide range of activities, each designed to challenge current assumptions, increase behavioral options, and provide enhanced skills. Interactive activities include challenges simulating the current work environment, small group analysis of work-related issues, and facilitated discussion of concepts presented through a series of videos. Personal reflection activities include examining results of a "360°" Leadership Assessment and Personal Stress Management, completing a series of workbook exercises, and planning effective application of learnings back in the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Apply innovative and creative leadership strategies to identify and take advantage of opportunities in a changing environment.
- Identify areas to improve their effectiveness as leaders through expanded self knowledge.
- Prioritize work based on its importance and the ability to influence outcomes.
- Create a climate of teamwork and trust where individuals are valued and encouraged to work collaboratively.
- Model effective leadership behaviors such as adapting to change, networking, trusting, and earning the trust of others.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Developing Talent                     |
| • Building Alliances                | • Integrity and Honesty                 |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Problem Solving                       |

### CLASS SIZE

24 participants

### LENGTH    4½ days

(Monday, 8:00 a.m. –  
Friday, 12:00 noon)  
36 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Supervisors or frontline managers with 12-18 months of experience in their current position

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

**Recommended** that participants complete a basic supervisory or leadership course prior to attending this course

### PRECOURSE

Approximately four weeks prior to class start, you will receive an email detailing several assignments that must be completed prior to your arrival at CMEL.

### RELATED COURSES

Leadership Development and Labor Relations  
([FAA01183](#))  
Strategic Planning  
([FAA01275](#))

## Managing Change (MC)

### COURSE NUMBER    FAA01306

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Managing Change* is designed for managers, supervisors, and others who are impacted by current organizational change initiatives or are responsible for implementing change in their organization. The course provides participants opportunities to increase individual awareness about their attitudes, approaches, perspectives, and possible reactions to change.

This learning is accomplished through a variety of exercises, videos, and discussions related to individual and organization major change initiatives. Participants provide feedback to each other and contribute to the learning experience by openly discussing the impact and effectiveness of their previously-held and newly-formed perspectives. As perspectives shift, students create strategies designed to increase their ability to effectively contribute in a changing environment.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify concepts, skills, and tools for the effective management of change.
- Evaluate personal effectiveness in response to change.
- Apply concepts, skills, and tools to support themselves and others during organizational change.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Innovation                            |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Problem Solving                       |
| • Communication                     |   |

### CLASS SIZE

18 participants

### LENGTH

3 days

(Tuesday, 8:00 a.m. –  
 Thursday, 5:00 p.m.)  
 24 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

Individual and intact work  
 teams engaged in  
 managing change in the  
 workplace

### ENROLLMENT

To enroll, contact your line  
 organization's training  
 coordinator. **Also**  
**available through a fee-**  
**for-service partnership.**

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Change Agent Workshop  
[\(FAA01553\)](#)  
 Strategic Planning  
[\(FAA01275\)](#)  
 Systems Thinking  
[\(FAA01277\)](#)

## Managerial Coaching and Mentoring (MCM)

### COURSE NUMBER     **FAA01299**

For information about this course, contact:  
 FAA Program Manager: Roberta Sappington, Ph.D.  
 (386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

This highly interactive three-day coaching course covers the full spectrum of managerial coaching activities. It begins by providing foundational coaching skills for managers who must coach and mentor subordinates, then moves on to apply these skills to common managerial coaching scenarios like:

- supporting a new manager's transition into management
- addressing ineffective performance
- preparing a manager to take on new challenges
- dealing with managerial burnout.

Participants also learn to distinguish coaching from mentoring and counseling, determine readiness of a coaching candidate, and select the best coaching or mentoring approach.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Coach, mentor, and guide development of employees and subordinate managers.
- Provide constructive feedback to employees and subordinate managers to facilitate their development.
- Listen effectively and communicate understanding.
- Effectively interpret intent, influence, and non-verbal elements of communication.
- Fulfill coaching responsibilities outlined in MWP policy guidance.

### RELATED COMPETENCIES

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Accountability and Measurement</li> <li>• Building Alliances</li> <li>• Communication</li> </ul> | <ul style="list-style-type: none"> <li>• Developing Talent</li> <li>• Managing Organizational Performance</li> <li>• Strategy Formulation</li> </ul> |
|---|--|

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

20 participants

### LENGTH     3 days

(Tuesday, 8:00 a.m. –  
 Thursday, 5:00 p.m.)  
 24 hours

### LOCATION

FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\*\(link to delivery schedule\)\*](#)

### WHO SHOULD ATTEND

Open to all managers;  
 priority given to managers  
 of probationary managers

### ENROLLMENT

To enroll, contact your line  
 organization's training  
 coordinator.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks  
 prior to class start, you will  
 receive an email detailing  
 assignments that must be  
 completed prior to your  
 arrival at CMEL.

### RELATED COURSES

Systems Thinking  
[\*\*\(FAA01277\)\*\*](#)

## Managing Performance – 1 Day (MP1)

### COURSE NUMBER    **FAA01268**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This one-day workshop provides an overview of the essential skills for managing individual performance on a daily basis through the FAA's Performance Management System. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively manage performance.
- Utilize the Job Aids for each component in the system.

### RELATED COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

18 participants

### LENGTH

1 day  
(8:00 a.m. - 5:00 p.m.)  
8 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Managers and supervisors

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Measuring Organizational  
Performance  
([FAA01254](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))

## Managing Performance – 2 Day (MP2)

**COURSE NUMBER**    **FAA01266**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This two-day workshop builds essential skills for managing individual performance on a daily basis through the FAA's Performance Management System. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively manage performance.
- Utilize the Job Aids for each component in the system.

### RELATED COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

18 participants

**LENGTH**    2 days  
(Class times may vary)  
16 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Managers and supervisors

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Measuring Organizational  
Performance  
([FAA01254](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))



## Managing Performance – 3 Day (MP3)

**COURSE NUMBER**     **FAA01265**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This three-day workshop builds skills for managing individual performance on a daily basis through the FAA's Performance Management System. The skills include conveying the organization's goals and their relationship to the individual's goals, collaboratively setting expectations, documenting performance, giving feedback, writing and communicating performance summaries.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively manage performance.
- Utilize the Job Aids for each component in the system.

### RELATED COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Managing Organizational Performance

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

18 participants

### LENGTH

3 days  
(Class times may vary)  
23 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Managers and supervisors

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Measuring Organizational  
Performance  
([FAA01254](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))

## Managing Performance Employee Training (MPET)

### COURSE NUMBER    **FAA01273**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This one-day workshop builds essential skills for employees to collaborate effectively in the FAA's Performance Management System. The workshop provides information about each component of the Performance Management System, as well as an overview of how the Superior Contribution Increase process compares to it.

Participants will observe videotaped vignettes of the face-to-face meetings required in the Performance Management System and practice writing generic performance expectations and self assessments.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Explain the importance of the FAA's Performance Management System and its relationship to other processes.
- Identify and communicate the relationship between organizational goals and the performance expectations of individuals in the organization.
- Describe the components of the Performance Management System and the importance of each.
- Identify the elements of effective performance expectations.
- Describe the roles and responsibilities of both the manager and the employee in component of the system, to include methods to facilitate the training of the employees.
- Demonstrate the skills necessary to effectively contribute to the Performance Management System processes.
- Recognize the difference between the FAAA PMS and the Superior Contribution Increase process.

### RELATED COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

24 participants

### LENGTH

1 day

(Class times may vary.)  
8 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

FAA employees

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Measuring Organizational  
Performance  
([FAA01254](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))

## Measuring Organizational Performance (MOP)

### COURSE NUMBER    **FAA01254**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Measuring Organizational Performance* is intended for managers and staff personnel who are involved in the organizational and work unit performance measurement process. An intensive learner-centered skill-building course, *MOP* will guide participants through the identification of common terminology, drivers for instituting performance measurement, and organizational implications of implementing performance metrics to designing metrics, collecting data, and utilizing information for continuous improvement. Instructional methods include discussions, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Explain how organizational performance measurement supports an agency's cost and performance management system.
- Examine the life cycle of the metrics development process to include design, data collection, compilation, analysis, usage, and standardization.

### RELATED COMPETENCIES

- Accountability and Measurement
- Business Acumen
- Communication
- Customer Focus
- Integrity and Honesty
- Interpersonal Relations and Influence
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

### CLASS SIZE

20 participants

### LENGTH

4 days

(Monday, 8:00 a.m. –  
 Thursday, 4:00 p.m.)  
 31 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

Managers and staff  
 personnel involved in the  
 organizational and work  
 unit performance  
 measurement process

### ENROLLMENT

To enroll, contact your line  
 organization's training  
 coordinator, or to arrange  
 a **fee-for-service delivery**,  
 call Shep Curl at  
 (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
 Implications  
[\(FAA01249\)](#)  
 Strategic Planning  
[\(FAA01275\)](#)  
 Systems Thinking  
[\(FAA01277\)](#)

## Measuring Organizational Performance-Workshop (MOP-W)

### COURSE NUMBER    **FAA01269**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Measuring Organizational Performance Workshop* is an intensive 2½-day learner-centered course for work groups and teams writing performance goals and measures. This course is ideal for intact teams with planning experience wishing to develop organizational measures.

This customizable course teaches common terminology, drivers for instituting performance measurement, organizational implications of implementing performance measurements to designing the measure, collecting data, and using information for continuous improvement. Activities lead to the development of actual performance measures and will give participants a good start toward the development of their performance goals.

Instructional methods include discussion, readings, written skill practices, and highly interactive exercises to simulate the challenges of the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Explain how organizational performance measurement supports an agency's cost and performance management system.
- Examine the life cycle of the metrics development process to include design, data collection, compilation, analysis, usage, and standardization.

### RELATED COMPETENCIES

- Business Acumen
- Customer Focus
- Managing Organizational Performance
- Problem Solving
- Strategy Formulation
- Vision

### CLASS SIZE

24 participants

### LENGTH

2½ days

(Class times may vary)  
 24 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Managers and staff personnel involved in the organizational and work unit performance measurement process

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence & Implications  
 ([FAA01249](#))  
 Strategic Planning  
 ([FAA01275](#))  
 Systems Thinking  
 ([FAA01277](#))

## Mediation Techniques for Conflict Resolution (MTC)

**COURSE NUMBER**     **FAA01236**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This course is designed to give participants experience in the use of mediation techniques to increase/enhance workplace productivity, relationships, and morale. Participants will learn to assist others to resolve workplace conflicts by asking effective questions, clarifying interests, developing options and minimizing or eliminating non-productive behaviors.

*Mediation Techniques for Conflict Resolution* includes both a Distance Learning component and a classroom component. To prepare for the classroom portion, participants will be required to complete a one-hour Distance Learning module "Introduction and Self-Assessment." This component provides a basic overview of the course and gives participants the opportunity to assess their current conflict management styles.

The classroom portion of the course includes large and small group discussions, group activities, written exercises, videotaped skill practices, and giving and receiving of peer and instructor feedback.

### OBJECTIVES

At the conclusion of this workshop, participants will enhance the following skills:

- Assess conflict resolution behaviors.
- Recognize alternative methods for managing conflict.
- Describe a five-step mediation process.
- Demonstrate effective mediation techniques.
- Demonstrate techniques to minimize non-productive behaviors.
- Give and receive feedback on effectiveness of mediation skills and techniques.

### RELATED COMPETENCIES

- Building Teamwork and Cooperation
- Building a Model EEO Program
- Communication
- Interpersonal Relations and Influence
- Problem Solving

### CLASS SIZE

14 participants

### LENGTH

2 days  
 (8:00 a.m. – 5:00 p.m.)  
 16 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Supervisors and managers who have **NOT** had previous mediation training

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

Distance learning module "Introduction and Self-Assessment"

### RELATED COURSES

Labor Management Relations  
 ([FAA01205](#))  
 Systems Thinking  
 ([FAA01277](#))



## Negotiating Effectively (NE)

### COURSE NUMBER    **FAA01285**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This three-day course focuses on developing participants' skills in negotiating workplace issues with union representatives. The skills include Labor Relations Order 3710.18 and related Standard Operating Procedures (SOPs) in application exercises concerning FAA workplace scenarios. Participants will practice effective negotiation techniques during the application exercises.

Methodologies for this course include highly interactive exercises to simulate the challenges of the workplace, interactive lecture/discussion, and issue analysis using case studies.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify bargaining obligations in FAA scenarios.
- Develop negotiation strategies aligned with FAA Order 3710.18 and related SOPs.
- Demonstrate effective negotiation skills.

### RELATED COMPETENCIES

- Business Acumen
- Communication
- Interpersonal Relations and Influence
- Problem Solving
- Strategy Formulation

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

16 participants

### LENGTH

3 days  
(8:00 a.m. – 4:00 p.m.)  
24 hours

### LOCATION

Customer site or  
FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Supervisors, managers,  
and labor relations  
specialists who work  
with unions

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Labor Management  
Relations  
([FAA01205](#))

## Performance Planning and Budget Integration (PBI)

### COURSE NUMBER    **FAA01271**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Performance Planning and Budget Integration* is a three-day course designed for managers, supervisors, and staff personnel involved in developing performance measures for their organization and linking them to the budgeting process. Participants will explain how organizational performance measurement supports organizational performance management and examine the life cycle of the budget development process.

Upon completion of the course, participants should be able to develop effective performance goals for both outcomes and outputs and integrate them with the budgeting process. Instructional methods include guided discussions, readings, written skill practices, and interactive exercises that explore the challenges of the workplace.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Develop effective performance goals for both outcomes and outputs.
- Integrate performance goals with the budgeting process.

### RELATED COMPETENCIES

- Accountability and Measurement
- Business Acumen
- Managing Organizational Performance

### CLASS SIZE

20 participants

### LENGTH

3 days

(8:00 a.m. – 5:00 p.m.)  
23 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Managers, supervisors,  
and staff personnel

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Measuring Organizational  
Performance  
([FAA01254](#))  
Strategic Planning  
([FAA01275](#))  
Systems Thinking  
([FAA01277](#))

## Presentation Techniques (PT)

**COURSE NUMBER**     **FAA01263**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

*Presentation Techniques* is a three-day program that prepares content experts to deliver information and skill-building activities effectively and confidently. The course provides strategies for handling challenging situations; ways to encourage learner involvement; along with how to use classroom technology, field questions, and gauge how well learning is progressing. The class uses videotaping, discussion, and application exercises.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify the characteristics of today's adult learners.
- Demonstrate the use of tools and techniques to create a non-threatening and bias-free learning environment.
- Identify ways to deal with difficult people and situations.
- Practice overcoming resistance to learning.

### RELATED COMPETENCIES

- Agility
- Communication
- Developing Talent
- Managing Organizational Performance
- Problem Solving

### CLASS SIZE

23 participants

### LENGTH

3 days  
(8:00 a.m. - 5:00 p.m.)  
24 hours

### LOCATION

Customer site or FAA  
Center for Management  
and Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Subject matter experts  
who provide briefings,  
presentations, or training

### ENROLLMENT

To arrange a **fee-for-**  
**service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Facilitator Training Course  
([FAA01523](#))

## Staff Study Fundamentals (SSF)

### COURSE NUMBER    **FAA01259**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

Most public sector organizations are experiencing the impact of downsizing, budget cuts, and demands for more effective resource allocation. One increasingly visible impact is the need for decisions to be made with reliable data provided by staff studies. The importance of a good staff study has increased exponentially during this time of change.

Participants will examine the major components of a staff study and identify methods to increase their effectiveness when doing a study. The course consists of mini-lectures, interactive discussion, and small group work. Participants will gain a clear and consistent understanding of suggested skills and processes through opportunities to practice those skills and to expand their awareness of available resources. A specific case situation, which can be a current issue provided by the participant, will be worked through the course.

Through these activities, participants will develop skills in dealing with data and presenting information, understand the value of specific processes and work flow model, and become more comfortable operating independently to execute projects requiring effective staff work.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Demonstrate the procedures to conduct an effective staff study.
- Write a purpose statement that meets provided criteria.
- Demonstrate the techniques for gathering, organizing and analyzing data.
- Demonstrate generating, narrowing, and analyzing options.
- Demonstrate the procedures for selecting a recommendation.
- Demonstrate a staff study briefing.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Honesty and Integrity                 |
| • Building Alliances                | • Innovation                            |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Business Acumen                   | • Problem Solving                       |
| • Communication                     | • Strategy Formulation                  |

### CLASS SIZE

14 participants

### LENGTH

3 days  
 (8:00 a.m. - 5:00 p.m.)  
 24 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Administrative support staff and others responsible for executive research and recommendations

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Facilitator Training Course  
 ([FAA01523](#))  
 Strategic Planning  
 ([FAA01275](#))  
 Systems Thinking  
 ([FAA01277](#))

## Strategic Planning (SP)

### COURSE NUMBER    **FAA01275**

For information about this course, contact:  
 FAA Program Manager: Roberta Sappington, Ph.D.  
 (386) 446-7251

This course is offered as a **fee-for-service delivery** under  
 FAA01274, ***Strategic Planning Through the Power of Vision***.

### DESCRIPTION AND LEARNING STRATEGY

This course is designed for FAA managers and leaders who have facility, program, or project responsibilities. It provides the skills and knowledge necessary to maximize leadership effectiveness. Participants practice skills that help them set the vision, strategies, and measures for their facility, program, or project, and enables them to articulate a clear strategic plan. Instructional approaches used are: self-assessment, individual and group work sessions, videos, action-based learning, and a case study. Participants and their co-workers complete a computer-based feedback assessment instrument prior to attending.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify individual strengths and areas for improvement relative manager/leader skills.
- Identify ways that wellness actions can positively impact job performance.
- Gain understanding of DOT and FAA future directions, and identify where to find this information.
- Develop a vision of a more desirable future (one to three years) for his/her of responsibility.
- Communicate a strategic plan that enrolls stakeholders in working toward a shared vision.
- Develop strategies and implementation plans that will enhance the organization's progress toward the shared vision.
- Develop measures that can be used to assess the status of plan implementation.
- Develop strategies to create an environment where diversity, teamwork, collaboration and a shared vision promote commitment to an organizational strategic plan.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Customer Focus                        |
| • Agility                           | • Innovation                            |
| • Building Alliances                | • Integrity and Honesty                 |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Business Acumen                   | • Strategy Formulation                  |
| • Communication                     | • Vision                                |

### CLASS SIZE

18 participants

**LENGTH**    4½ days  
 (Monday, 8:00 a.m. –  
 Friday, 12:00 noon)  
 36 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

FAA managers and leaders  
 who have facility, program,  
 or project responsibilities

### ENROLLMENT

To enroll, contact your line  
 organization's training  
 coordinator. To arrange  
 a **fee-for-service delivery**,  
 call Shep Curl at  
 (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks  
 prior to class start, you will  
 receive an email detailing  
 assignments, including the  
 Managerial Success  
 Profile, that must be  
 completed prior to your  
 arrival at CMEL.

### RELATED COURSES

Inquiry, Influence &  
 Implications  
[\(FAA01249\)](#)  
 Managing Change  
[\(FAA01306\)](#)  
 Systems Thinking  
[\(FAA01277\)](#)



## Strategic Planning Through the Power of Vision (POV)

### COURSE NUMBER    **FAA01274**

For information about this course, contact:  
 FAA Program Manager: Roberta Sappington, Ph.D.  
 (386) 446-7251

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This course is offered as a **fee-for-service delivery** only. Managers from all government agencies are encouraged to participate on an individual space basis.

### DESCRIPTION AND LEARNING STRATEGY

This course is designed for managers, leaders, and others who have facility, program, or project responsibilities. It provides the skills and knowledge necessary to maximize leadership effectiveness. Participants practice skills that help them set the vision, strategies, and measures for their facility, program, or project, and enables them to articulate a clear strategic plan. Instructional approaches used are: self-assessment, individual and group work sessions, videos, action-based learning, and a case study. Participants and their co-workers complete a computer-based feedback assessment instrument prior to attending.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify individual strengths and areas for improvement relative manager/leader skills.
- Identify ways that wellness actions can positively impact job performance.
- Develop a vision of a more desirable future (one to three years) for his/her of responsibility.
- Communicate a strategic plan that enrolls stakeholders in working toward a shared vision.
- Develop strategies and implementation plans that will enhance the organization's progress toward the shared vision.
- Develop measures that can be used to assess the status of plan implementation.
- Develop strategies to create an environment where diversity, teamwork, collaboration and a shared vision promote commitment to an organizational strategic plan.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Customer Focus                        |
| • Agility                           | • Innovation                            |
| • Building Alliances                | • Integrity and Honesty                 |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Business Acumen                   | • Strategy Formulation                  |
| • Communication                     | • Vision                                |

### CLASS SIZE

18 participants

**LENGTH**    4½ days  
 (Monday, 8:00 a.m. –  
 Friday, 12:00 noon)  
 36 hours

### LOCATION

FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

Anyone in the public sector with responsibilities for programs and facilities

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks prior to class start, you will receive an email detailing assignments, including the Managerial Success Profile, that must be completed prior to your arrival at CMEL.

### RELATED COURSES

Inquiry, Influence & Implications  
[\(FAA01249\)](#)  
 Managing Change  
[\(FAA01306\)](#)  
 Systems Thinking  
[\(FAA01277\)](#)

## Strategy Implementation for Managers (SIM)

### COURSE NUMBER    FAA01296

For information about this course, contact:  
FAA Program Manager: Roberta Sappington, Ph.D.  
(386) 446-7251

### DESCRIPTION AND LEARNING STRATEGY

*Strategy Implementation for Managers* focuses on the skills required to manage the unique challenges and responsibilities of middle and senior management, including aligning resources and developing employees to achieve Agency performance targets, identifying or building processes to meet organizational objectives, and creating implementation plans to deliver organizational results based on strategic goals. Methodologies include lecture, coaching and feedback from instructors, discussion, simulation, case study, skill practice, and group activities.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Demonstrate effective presentation skills.
- Analyze personal strengths and weaknesses based on 360° feedback.
- Describe the relationship between his/her organization's role and (1) the FAA Flight Plan, and (2) Agency stakeholders.
- Analyze an operational problem and develop a business case for correcting it.
  - A. Given actual organizational data, identify strategies for reducing staffing costs
  - B. Determine staff development required and costs involved.
- Formulate strategies to address organizational conflict.
- Apply coaching skills in a variety of workplace scenarios.
- Using organizational data, advocate for resources in collaboration with other managers to achieve objectives.
- Develop a short- and long-term management action plan based on 360° feedback.
- Apply skills in decision-making, problem-solving, collaboration, critical thinking, and executing strategy.

### RELATED COMPETENCIES

- Accountability and Measurement
- Building Alliances
- Communication
- Developing Talent
- Managing Organizational Performance
- Strategy Formulation

This course may be customized for your organization in a **fee-for-service delivery**. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

20 participants

### LENGTH    5 days

(Monday, (8:00 a.m. –  
Friday, 5:00 p.m.)  
40 hours

### LOCATION

FAA Center for  
Management and  
Executive Leadership  
Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

First-time middle managers  
with 1-12 months  
of experience

**Required** for all first time  
middle managers hired  
after 1/1/05 within first year  
on the job

Non-managers are **not**  
**eligible** to attend.

### ENROLLMENT

To enroll, contact your line  
organization's training  
coordinator.

### PREREQUISITE

None

### PRECOURSE

Approximately four weeks  
prior to class start, you will  
receive an email detailing  
several assignments,  
including the **Managerial  
Success Profile**, that must  
be completed prior to your  
arrival at CMEL.

### RELATED COURSES

Labor Management  
Relations  
[\(FAA01205\)](#)  
Strategic Planning  
[\(FAA01275\)](#)  
Systems Thinking  
[\(FAA01277\)](#)

## Systems Thinking (SYT)

### COURSE NUMBER    **FAA01277**

For information about this course, contact:  
 FAA Program Manager: Roberta Sappington, Ph.D.  
 (386) 446-7251

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### DESCRIPTION AND LEARNING STRATEGY

*Systems Thinking* is designed to provide public sector leaders and problem-solvers with the knowledge and skills necessary to analyze specific organizational issues within the context of the larger organizational system. Participants enhance their problem solving skills by: (a) applying systems thinking in analyzing issues and designing strategic interventions, (b) engaging in effective inquiry and advocacy, and (c) identifying individual assumptions and organizational patterns that influence individual and organizational effectiveness. Methodologies include systems simulations on the computer and in the classroom, videos, worksheets, case studies, and lecture/discussion.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Use System Thinking concepts to identify individual and organizational assumptions that influence work-related situations.
- Identify and analyze how the interaction among the components of a influences outcomes.
- Use inquiry skills to clarify assumptions and to explore how assumptions organizational learning and innovation.
- Use systems thinking principles, concepts, and tools to design alternative of addressing specific organizational issues.
- Use tools and techniques to generate and explore possible implications of systemic problem or issue and determine the probability of possible occurring, their impact, and effective actions.

### RELATED COMPETENCIES

- |                                     |                        |
|-------------------------------------|------------------------|
| • Agility                           | • Innovation           |
| • Building Alliances                | • Problem Solving      |
| • Building Teamwork and Cooperation | • Strategy Formulation |
| • Communication                     | • Vision               |

### CLASS SIZE

18 participants

### LENGTH    4 days

(Monday, 8:00 a.m. –  
 Thursday, 5:00 p.m.)  
 32 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

[\(link to delivery schedule\)](#)

### WHO SHOULD ATTEND

Course is appropriate for anyone who deals with complex issues and needs to apply analytical tools that address the "bigger picture." The course is adaptable for intact groups or cross-organizational classes.

### ENROLLMENT

To enroll, contact your line organization's training coordinator, or to arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Inquiry, Influence &  
 Implications  
[\(FAA01249\)](#)  
 Strategic Planning  
[\(FAA01275\)](#)

## Team Workshop (TW))

### COURSE NUMBER     **FAA01217**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

Team Workshops are designed to provide instructional and consultative services to organizations and teams (natural and ad-hoc), tailored to their specific needs. Deliveries may consist of existing CMEL courses, abbreviated or modified deliveries of existing courses, or facilitation around specific issues; e.g., Visioning, Team Building, Goal Setting, Reengineering, Consolidating, Transition of Leadership, and Interpersonal Communications Training. The overall outcome is to build effective work groups that share a sense of community and a commitment to resolving issues. Methodologies include interactive discussion, lecturettes, skill practices, collaborative data generation, indoor and outdoor hands-on activities.

### OBJECTIVES

The outcomes of this type of intervention will vary in accordance with the specific needs of the group being supported. The following list illustrates topics that can be addressed.

- Establish organizational vision, mission, goals, and objectives.
- Improve interpersonal communication skills.
- Enhance atmosphere of trust of co-workers and commitment to shared goals.
- Increase appreciation for the value of diversity.
- Empower the team to be responsible for solutions and increased understanding of the contribution each member adds to organizational success.
- Identify and apply effective problem solving and decision making processes.
- Confront and effectively resolve conflicts.
- Develop matured attitudes about continuous improvement, self assessment, and the responsibility and ability to self manage.
- Clarify roles and responsibilities.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Accountability and Measurement    | • Innovation                            |
| • Agility                           | • Integrity and Honesty                 |
| • Building Alliances                | • Interpersonal Relations and Influence |
| • Building Teamwork and Cooperation | • Managing Organizational Performance   |
| • Building a Model EEO Program      | • Problem Solving                       |
| • Business Acumen                   | • Strategy Formulation                  |
| • Communication                     | • Vision                                |
| • Developing Talent                 |   |

### CLASS SIZE

18 participants

### LENGTH

2 to 5 days

(Class length will vary based on client needs.)

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently available only as a fee-for-service delivery.

### WHO SHOULD ATTEND

Any work group committed to a common goal

### ENROLLMENT

To arrange a **fee-for-service delivery**, call Shep Curl at (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
 ([FAA01306](#))  
 Strategic Planning  
 ([FAA01275](#))  
 Systems Thinking  
 ([FAA01277](#))

## Working Together Effectively/Collaborative Team Process (WTE/CTP)

### COURSE NUMBER    **FAA01255**

For information about this course, contact:  
 FAA Program Manager: Shepherd Curl  
 (386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

The *Working Together Effectively using Collaborative Team Processes* (WTE/CTP) course is designed to enhance the collaborative skills of work team members. This 4½-day course focuses on the attitudes, strategies, and tools needed for effective communication and teamwork. Participants will also learn to define team problems, analyze causes and potential solutions, reach collaborative decisions, and manage conflict situations appropriately.

The course uses interactive lecturettes and class discussions, case studies, structured experiences, and style preference instruments. Significant time is also spent in workshop skill practices where real team issues are addressed using the skills and tools provided.

### OBJECTIVES

At the conclusion of this workshop, participants will enhance the following skills:

- Enhance trust and mutual respect among team members.
- Apply collaborative communication techniques to team activities.
- Promote active involvement in accomplishing team goals.
- Give and receive feedback in a manner which enhances individual and team productivity and product quality.
- Identify team problems and apply problem-solving methods.
- Apply decision-making techniques to team problems.
- Define individual and/or team conflict situations and apply appropriate conflict management strategies.

### RELATED COMPETENCIES

- |                                     |   |
|-------------------------------------|---|
| • Agility                           | • Communication                         |
| • Building Alliances                | • Developing Talent                     |
| • Building Teamwork and Cooperation | • Interpersonal Relations and Influence |
| • Building a Model EEO Program      | • Problem Solving                       |

### CLASS SIZE

24 participants

**LENGTH**    4½ days  
 (Monday, 8:00 a.m. –  
 Friday, 12:00 noon)  
 36 hours

### LOCATION

Customer site or  
 FAA Center for  
 Management and  
 Executive Leadership  
 Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
 available only as a  
 fee-for-service delivery.

### WHO SHOULD ATTEND

Work team members

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
 call Shep Curl at  
 (386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Managing Change  
[\(FAA01306\)](#)

Systems Thinking  
[\(FAA01277\)](#)

Working Styles and  
 Team Effectiveness  
[\(FAA01282\)](#)



## Writing an Effective Self Assessment (WESA)

**COURSE NUMBER**    **FAA01272**

For information about this course, contact:  
FAA Program Manager: Shepherd Curl  
(386) 446-7132

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### DESCRIPTION AND LEARNING STRATEGY

This one-day workshop focuses on strategies and writing techniques that help employees provide relevant, focused input about their performance when completing self-assessments used in the new Performance Management System, Superior Contribution Increase process, or other performance-related situations.

### OBJECTIVES

At the conclusion of this course, participants will enhance the following skills:

- Identify critical elements required to complete Self-Assessments.
- Develop and practice writing strategies appropriate for PMS/SCI situations.
- Practice writing and giving feedback on self-assessments.

### RELATED COMPETENCIES

- Accountability and Measurement
- Communication
- Developing Talent
- Interpersonal Relations and Influence

This course is designed for FAA employees. It can be customized for non-FAA organizations through a **fee-for-service** partnership. Call **(386) 446-7132** to discuss options.

### CLASS SIZE

20 participants

### LENGTH

1 day  
(8:00 a.m. – 5:00 p.m.)  
8 hours

### LOCATION

Customer site  
or FAA Center for  
Management and  
Executive Leadership,  
Palm Coast, Florida

### UPCOMING DELIVERIES

This course is currently  
available only as a  
fee-for-service delivery.

### WHO SHOULD ATTEND

Any person covered by the  
Performance Management  
System and/or Core  
Compensation

### ENROLLMENT

To arrange a **fee-for-service delivery**,  
call Shep Curl at  
(386) 446-7132.

### PREREQUISITE

None

### PRECOURSE

None

### RELATED COURSES

Staff Study Fundamentals  
([FAA01259](#))